

Chief Executive's Department

Overview and Scrutiny Board 7 July 2026

Erik Scollay and Ann-Marie Johnstone



CEX Department

Chief Executive: Erik Scollay

Head of Chief Executive's Department: Ann-Marie Johnstone

Functions:

- Performance (data, analytics, corporate performance, corporate strategy and policy, continuous improvement)
- Compliance (corporate governance, health and safety, risk, statutory information requests e.g. FOI, complaints, business continuity, information governance)
- Data Protection Officer
- Chief Executive's Office

Priorities 2026/2027

Our core priority in 2026/7 is embedding a high-performing, insight-led Council:

- Implement integrated performance, finance and risk management
- Re-establish Directorate planning framework (golden thread)
- Deliver Information Strategy & improve data quality
- Embed Continuous Improvement culture and capacity
- Revise the Programme and Project Management Framework to align with the refreshed policy
- Strengthen governance, compliance and assurance frameworks

2026/7 activities

- **Corporate Performance and Financial Management:**
 - Integrated Performance & Financial Management framework rollout
 - Creating and embedding Directorate Plans.
- **Organisational improvement:**
 - Establish Continuous Improvement Team
 - Continuous Improvement policy and early reviews
- **Data & insight:**
 - Information Strategy - delivery
 - Data quality improvements and Business Intelligence development.
- **Governance & compliance:**
 - Governance & Assurance Policy implementation
 - Programme and Project Management Framework refresh
 - GDPR audit programme rollout
 - Refreshing the approach to Risk Management.

Challenges

Demand and complexity pressures

- Rising complexity of FOI/SARs (AI-driven requests)
- Increased data protection and complaints workload

Embedding organisational change

- Moving from siloed transformation → integrated continuous improvement approach at the heart of everything we do
- Strengthening the link from Council Plan → services → appraisals

Data and information governance

- Data quality and accessibility inconsistencies
- Legacy records, storage challenges and records management improvements

Delivering measurable outcomes

- Need to shift focus from outputs → outcomes and impact

Corporate Performance Measures

- *Council Plan / Corporate KPIs*
 - Continuous Improvement Plan delivery (100% target)
 - Budget performance (within approved budget)
 - Income delivery (~100% target)

- *The Key Department KPIs (2026/27)*

Customer	<ul style="list-style-type: none"> - ≥90% statutory requests (FOI/EIR/SAR) on time - ≤5% upheld complaints (ICO/LGSCO)
Business	<ul style="list-style-type: none"> - 100% service plans completed - Integrated reporting implemented (Q1) - ≥90% project compliance (PPM) - ≥95% Health and Safety audits/inspections completed on time - ≥95% RIDDOR compliance - 100% BC plans current and tested
People	<ul style="list-style-type: none"> - ≥95% GDPR training completion - Continuous Improvement capacity established
Finance	<ul style="list-style-type: none"> - Balanced budget delivery

Questions?

